

Five-Year Capital Improvement Plan

The material presented in this section provides an overview of the City's CIP development process, project evaluation criteria, funding sources, operating impacts associated with capital projects, and a capital projects list, for further detail see Volume Three.

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these assets is funded in the Program Operating Budget.

The Program Operating Budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Program Operating Budget appropriations lapse at the end of the fiscal year. The Program Operating Budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The following guidelines determine what is a CIP project:

- Relatively high monetary value (at least \$25,000)
- Long life (at least five years)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or part of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

The City of Scottsdale uses two cross-departmental CIP Coordination Teams, one for review of construction related projects and the other for review of technology related projects. The **Construction Review Team** (see appendix for a list of staff names) consists of seven individuals from a variety of programs and professional disciplines to review project submissions and ensure that:

- Projects are scoped properly (a building has ADA access, includes telephones, computers, etc.)
- Infrastructure components are coordinated (a waterline is installed at the same time as a roadway improvement at a specific location)
- Long-term operating impacts are included in estimates (staffing, utility and maintenance costs are considered)
- Timeframes for construction activity and cash flow requirements are realistic
- Projects are coordinated geographically (i.e., not more than one north/south major thoroughfare is restricted at a time), and
- Project costs are reviewed to determine the adequacy of the budget and appropriate funding sources

The **Technology Review Team** (see appendix for a list of staff names) included eight individuals from a variety of programs to review technology project submissions and ensure that:

- Project meets City's current hardware, software and security standards
- If technology will be accessed from remote locations what network bandwidth requirements are needed to support the application
- Long-term operating impacts are included in estimates (training, maintenance and support)
- Who is responsible for funding ongoing maintenance of hardware, operating system, application and database, if applicable
- Who is responsible for day-to-day support

- Does the system require after hours technical support
- Includes funding to cover ongoing monthly communication costs associated with the system, if applicable
- Backups and data retention have been considered
- Disaster recovery and security considerations have been taken into account

While these examples are not exhaustive they provide excellent examples of the value added through project review by cross-departmental teams.

Each department was required to submit both new project requests and justifications to the applicable CIP review team. If the review teams had questions concerning a request the departments were asked to clarify the issue to assist the review team in prioritizing the project against all City needs.

After this far-reaching review process the CIP Review Teams prioritize the program. Projects are prioritized based on City Council's Broad Goals, department priorities, anticipated funding sources, and during the first review the International City/County Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

The twelve prioritization criteria used by Scottsdale for construction related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

This "forced" scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - The expected change in operation and maintenance costs. Program operating departments provide year-by-year estimates of the additional costs or reductions likely in the program budget because of the new project. Also to be considered are changes in revenues that may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project. See Capital Projects Operating Impacts schedule on page ??? of this section.
3. **Health and Safety Effects** - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
4. **Community and Citizen Benefits** - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
5. **Environmental, Aesthetic, and Social Effects** - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
6. **Distributional Effects** - Estimates of the number and type of persons likely to be affected by the project and nature of the impact; for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here - who pays, who benefits, and the social goals of the jurisdiction.
7. **Public Perception of Need** - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
8. **Feasibility of Implementation** - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.
9. **Implication of Deferring the Project** - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.

10. **Uncertainty of Information Supplied** - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty — probability of occurrence — and the magnitude of the likely negative consequences. Few cities generate such information but even “educated guesses” are useful here.
11. **Effect on Interjurisdictional Relationships** - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.
12. **Mayor and City Council's Broad Goals** - If a capital project directly addresses the Mayor and City Council's Broad Goals, the relative attractiveness of that project increases.

The ten prioritization criteria used by Scottsdale for technology related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

Again, this “forced” scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - This element reflects other costs relative to a proposed project, including operation and maintenance costs, licensing costs, and potential revenues generated by the completed project. If a project has potentially high O&M and licensing costs, then a lower rating should be assigned. If a project has the potential of generating revenues, then a higher rating should be assigned. Overall, the score for this element should reflect a compilation of all three factors. See Capital Projects Operating Impacts schedule on page ??? of this section.
3. **Technological Infrastructure** - This criterion refers to projects required to maintain the technology infrastructure for essential City operations. This would include such items as networks and servers; telephone PBX, extension or improvements to the Wide Area Network for remote locations, etc. Projects that include elements related to these items would necessarily be scored higher than projects that don't support the integrity of the technology infrastructure.
4. **Service Enhancement And Staff/Citizen Benefits** - This element considers the impacts that a project may have on service and the benefits the project may offer to citizens or staff members. This criterion should be viewed in terms of the numbers of citizens or staff members that may benefit from the project and how a service may be enhanced by the project.
5. **Distributional (Cross-Departmental) Effects** - This element deals with the extent of influence of a proposed project. The impacts and benefits may be spread over the community at-large or to a specific geographic area or to the entire City staff or to specific City staff at specific locations.

An example of a project that would receive a higher rating score would be a utility billing project where almost all citizens would benefit from the project and some staff members also benefit. Compare this to a transit technology project that targets a specific population, and benefits a limited number of staff members.

6. **Feasibility of Implementation** - This element is a measure of: (a) special implementation problems, e.g. physical and engineering restraints and (b) compatibility with the City's overall Technology Plan. A project would be considered for higher rating score if it has few restraints to accomplish it and is also compatible with the overall Technology Plan.
7. **Implication of Deferring the Project** - This element accounts for the downside risk incurred for deferring a project, such as higher future costs, loss of contributions, continued inconvenience to the public and staff, possible constraints to network capacity, deterioration of the City's technology infrastructure or legal liability. In this evaluation, increased implications for delaying a project translates into a higher rating score.

Projects that address the limitations of a system or software package that may render a system unusable if corrective measures are not taken would score high for this element. In addition, a lower score might be in order if future lower costs associated with technology would come into the equation.

8. **Uncertainty of Information Supplied** - This element measures the success potential of a proposed project. Rating scores should be awarded based on the accuracy of information given by the proposing department, the detail of cost estimates, and the potential of the project going awry due to its very nature. Lower rating scores will be assigned for projects that, basically, have insufficient information to allow a "good" review of the project for prioritization.
9. **Effect on Regional Governance** - Rating scores should be determined based on the possible beneficial or adverse effects on a proposed project due to relationships with other jurisdictions or quasi-governmental agencies in the area. Such effects may require special regional coordination that could directly impact the success or scheduling of a project. The identification of such impacts may result in lower rating scores until such issues are resolved.
10. **Mayor and City Council's Broad Goals** - The question to answer is simply "does it or doesn't it" and, if the proposed project does, to what degree are the Mayor and City Council's Broad Goals being met?

After all proposed projects are prioritized using this criteria, the list of projects is reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other in such a manner that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by the City Manager, Assistant/Deputy City Manager, Chief Financial Officer, Budget Director, CIP Coordinator and various General Managers. Then the recommended five-year CIP Plan is reviewed by the City Council Budget Subcommittee and by the full City Council during budget work study sessions and public hearings prior to budget adoption.

Capital Improvement Plan - Funding Sources

The Capital Improvement Plan uses funding from prior year carryovers. Prior year carryovers are "blended" funding from the various funding sources described below. For FY 2004/05 – 2008/09 the funding added to the prior year carryovers includes 2000 voter-approved bonds and Preservation G.O. Bonds. These General Obligation Bonds, together with Municipal Property Corporation Bonds, provide the bond-funded portion of the plan, which is approximately 33.1% of the CIP funding in FY 2004/05 – 2008/09. Approximately 66.9% of Scottsdale's FY 2004/05 – 2008/09 CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers. The following pie chart represents funding source percentages for FY 2004/05 – 2008/09, while the table presents the five-year comparison of the funding sources on a cash flow basis.

Funding sources for the CIP are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be received during the period. As a result of presenting revenue on the cash basis, pay-as-you-go funding sources do not equal budgeted expenditures in each period, sometimes creating a fund deficit as cash accumulates for project expenditures in subsequent years.

All potential capital funding resources are evaluated to ensure equity of funding for the CIP. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the CIP.

General Obligation (G.O.) Bonds are bonds that are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation, but does not require voter approval. The repayment of MPC debt is financed by pledged excise taxes.

Preserve Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by a dedicated 0.2% sales tax authorized by the voters in 1995.

Water & Sewer Development Fees are revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

Contributions represent amounts paid by other organizations to pay for capital projects. Other contributions come from developers to pay for capital projects in development areas.

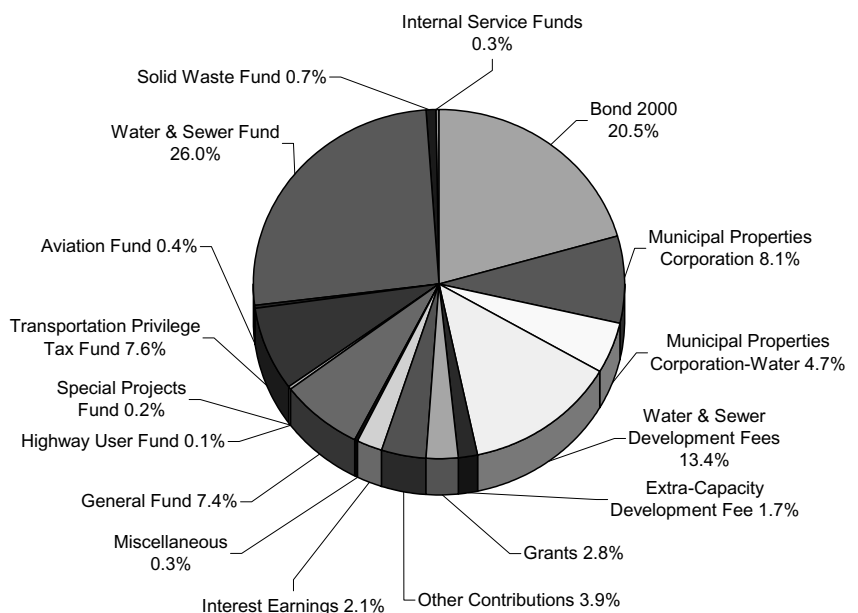
Tourism – Bed Tax represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

General Fund transfers represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

Water & Sewer Funds are utility bill revenues received from the sale of domestic water and the fees collected for the disposal of sanitary sewer waste from customers within the City. Water & Sewer operating revenues in excess of operating expenditures are transferred to CIP to fund water and sewer projects.

Transportation Privilege (Sales) Tax represents revenues received from the 1989 voter approved 0.2% sales tax on local retail and other sales.

Prior year Carryovers are committed funds from prior year purchase orders that are rebudgeted until they are expended and uncommitted funds rebudgeted until the projects are completed.



FIVE-YEAR PLAN SUMMARY

Capital Improvement Plan

Proposed FY 2004/05 Budget Five-Year Financial Plan Capital Improvement Plan (in thousands)					
	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance *	402,148.0	249,568.9	183,264.9	113,256.7	70,448.5
Revenues					
Bonds/Contracts					
General Obligation	-	67,000.0	35,000.0	14,000.0	19,000.0
Municipal Properties Corporation	25,100.0	28,027.5	-	-	-
Municipal Properties Corporation-Water		18,000.0	-	13,000.0	-
Pay-As-You-Go					
Water & Sewer Development Fees	16,779.5	17,199.0	17,629.0	18,069.7	18,521.4
Extra Capacity Development Fee	-	-	-	-	11,000.0
Grants	8,199.9	4,392.3	4,976.1	180.0	713.0
Other Contributions	16,701.0	6,856.0	1,814.0	150.0	150.0
Interest Earnings	2,758.3	3,075.1	2,954.8	2,820.5	2,362.3
Miscellaneous	1,065.4	150.3	635.3	150.3	0.3
Subtotal	70,604.1	144,700.2	63,009.2	48,370.5	51,747.0
Transfers In					
General Fund	12,502.9	10,356.5	11,181.7	8,328.9	6,196.3
Highway User Fund	74.8	73.0	73.7	73.7	73.7
Special Projects Fund	613.7	683.5	1.8	2.0	2.0
Transportation Privilege Tax Fund	9,398.7	9,699.5	10,039.0	10,390.3	10,702.0
Aviation Fund	823.9	463.9	19.1	533.8	661.8
Water & Sewer Fund	23,986.6	27,761.9	37,346.3	39,338.9	42,612.8
Solid Waste Fund	279.9	81.4	460.2	336.5	3,618.5
Internal Service Funds	1,653.2	37.0	37.1	37.6	37.6
Subtotal	49,333.7	49,156.7	59,158.8	59,041.7	63,904.8
Sub-Total Revenues & Transfers In	119,937.8	193,856.9	122,168.0	107,412.2	115,651.7
Total Sources of Funds	522,085.8	443,425.8	305,432.9	220,668.8	186,100.2
Use of Funds:					
Community Facilities	134,225.1	38,412.9	20,703.6	6,419.7	790.6
Preservation	108,741.3	200.0	2,000.0	-	-
Neighborhood Drainage & Flood Control	22,456.8	16,496.9	6,634.6	150.0	-
Public Safety	51,194.2	14,857.6	979.0	6.5	4,075.1
Service Facilities	21,387.8	5,358.9	12,248.3	5,506.5	8,676.5
Transportation	139,285.3	52,008.3	37,814.7	17,670.0	15,161.0
Water Services	253,037.4	48,255.2	30,657.0	54,921.0	13,588.0
Prior Year Unexpended *	-	464,369.1	386,356.5	311,726.1	252,643.8
Total Capital Improvement Plan Budget	730,327.9	639,958.9	497,393.7	396,399.8	294,935.0
Less: Estimated Inception to Date Expenditures	(265,958.8)	(253,602.4)	(185,667.5)	(143,756.0)	(108,163.6)
Subtotal: Unexpended at Year End	464,369.1	386,356.5	311,726.1	252,643.8	186,771.4
Transfers Out					
To Water/Sewer Operating Funds	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Subtotal	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Total Use of Funds	272,516.9	260,160.9	192,176.2	150,220.3	114,572.5
Ending Fund Balance	249,568.9	183,264.9	113,256.7	70,448.5	71,527.7

* Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).

Capital Project List

The following is a summary of the capital projects listed in alphabetical order that are included in the City's five-year Capital Improvement Plan (CIP) for the period FY 2004/05 through FY 2008/09. Please note only the first year (FY 2004/05) of the CIP is adopted by the City Council. Subsequent years are presented solely for long-term planning purposes and may be funded in future periods, based on emerging community priorities and available funding. Further project detail such as project descriptions, specific funding source(s) and geographic location of the project are included in Volume Three. The column on the right-hand side of the matrix indicates the specific page cross-reference in Volume Three where the project detail can be found.

PROJECT LIST

Project #	Project Name	Estimated Expenditures	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3 Page #
		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Ref.
F2101	104th St Storm Drain/Cactus-Cholla	(97.5)	225.0	-	-	-	-	225.0	19
P0403	124th Street Access Area Amenities	-	1,526.1	-	-	-	-	1,526.1	19
V0402	91st Ave - Salt River Outfall Rehabilitation	(1,750.2)	7,000.0	1,000.0	1,000.0	-	-	9,000.0	19
V6402	91st Ave Waste Water Treatment Plant	(35,025.1)	40,636.0	4,000.0	5,000.0	6,000.0	3,000.0	58,636.0	20
V9901	91st Ave WWTP - UP01 Expansion	(20,029.0)	34,632.0	8,000.0	1,000.0	1,000.0	5,000.0	49,632.0	20
S9903	96th Street - Shea Blvd to Sweetwater Blvd	(712.8)	3,589.0	-	-	-	-	3,589.0	20
New	ABC Building Bathroom Remodel	-	40.0	-	-	-	-	40.0	21
B8805	Accessibility-Facility Modifications	(765.6)	1,330.2	250.0	250.0	218.2	200.0	2,248.4	21
A0308	ADOT E3S12 Design	(22.5)	200.2	-	-	-	-	200.2	21
A0409	ADOT E4S39 Security Improvements	(147.5)	284.6	-	-	-	-	284.6	22
V0204	Advanced Water Treatment Plant - Phase 3	(271.4)	9,750.0	-	-	-	-	9,750.0	22
New	AFIS Replacement	-	148.1	20.7	139.2	-	-	308.0	22
P0302	Aging Park Facility Renovations	(684.3)	4,497.3	-	-	-	-	4,497.3	23
P0204	Aging Parks - Chaparral Pool Building	(1,133.0)	1,605.0	-	-	-	-	1,605.0	23
n/a	Airport Parking Lot Lighting Upgrades	-	76.5	-	-	-	-	76.5	23
A0408	Airport Perimeter Blast Fence	(144.2)	189.4	-	-	-	-	189.4	24
A0401	Airport Security Fencing	-	250.0	-	-	-	-	250.0	24
A0302	Airport Terminal Area Renovations	-	110.0	380.0	-	503.1	503.2	1,496.3	24
W2105	Alameda/122nd St Booster Pump Station	(18.6)	150.0	700.0	700.0	-	-	1,550.0	25
New	Apron Pavement Overlay(PMMP)-Delta,Shades, Term	-	1,081.0	-	-	-	-	1,081.0	25
New	Apron Pavement Reconstruction-Corporate Jets	-	-	-	-	-	751.0	751.0	25
P0201	Arabian Library Phase II	(478.9)	479.5	8,172.5	-	-	-	8,652.0	26
W3705	Architect / Engineer Services	(1,423.7)	1,710.0	-	150.0	-	-	1,860.0	26
W2106	Arsenic Mitigation Treatment	(2,206.7)	34,500.0	15,000.0	10,000.0	-	-	59,500.0	26
P8740	Art In Public Places	(3,189.5)	5,235.4	379.0	421.9	147.3	115.6	6,299.2	27
T9005	Arterial Roadway Street Lighting	(227.3)	828.1	-	-	-	-	828.1	27
New	Asset Consolidation	-	2,000.0	-	-	-	-	2,000.0	27
F8410	Automated Flood Warning System-North Area	(21.0)	194.4	-	-	-	-	194.4	28
New	Aviation Grant Match Contingency	-	150.0	-	-	-	-	150.0	28
A0301	Aviation Noise Exposure Maps	(317.6)	340.9	-	-	-	-	340.9	28
M9911	Barcode Equipment for Property Ev/Asset Tracking	(23.5)	97.9	-	-	-	-	97.9	29
n/a	Bell Road-94th St to Thompson Peak Parkway	-	505.0	4,541.0	-	-	-	5,046.0	29
P0704	Bikeways Program	(1,340.6)	3,776.5	2,370.0	3,300.0	1,460.3	1,500.0	12,406.8	29
W9903	Booster Station Upgrades	(235.3)	575.0	-	-	-	-	575.0	30
T8110	Bus Bay Improvement Program	(84.4)	1,872.2	550.0	575.0	600.0	625.0	4,222.2	30
T1702	Bus Shelters Program	(549.8)	1,783.1	404.0	-	550.0	-	2,737.1	30

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3 Page #
		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Ref.
G9001	Buses Expansion	(1,818.2)	3,852.6	0.0	2,940.0	-	-	6,792.6	31
S2102	Cactus Rd - Freeway to Frank Lloyd Wright Blvd	(873.6)	8,650.4	-	-	-	-	8,650.4	31
S0301	Camelback Rd - 64th to 68th St	(220.1)	1,474.4	-	-	-	-	1,474.4	31
New	Camelback/Scottsdale and Marshall Way	-	1,000.0	-	-	-	-	1,000.0	32
P0205	CAP Basin Lighted Sports Complex	(932.8)	12,428.2	-	-	-	-	12,428.2	32
W0301	CAP Hayden - Shea Water Connection	(759.7)	12,000.0	-	-	-	-	12,000.0	32
W0202	CAP Plant Expansion	(2,710.1)	31,400.0	3,000.0	3,000.0	20,000.0	-	57,400.0	33
P0206	Chaparral Park Extension	(222.2)	4,412.7	-	-	-	-	4,412.7	33
W9911	Chaparral Water Treatment Plant	(14,779.4)	78,357.9	-	-	-	-	78,357.9	33
W4702	Chaparral WTP Influent Wateline	(903.4)	5,242.8	-	-	-	-	5,242.8	34
W0302	Chaparral WTP Water Distribution System	(250.8)	9,500.0	-	-	-	-	9,500.0	34
T4701	CIP Advance Planning Program	(1,804.8)	2,183.0	200.0	200.0	200.0	200.0	2,983.0	34
M8838	City Attorney - Automate Criminal Justice System	(185.1)	250.0	-	-	-	-	250.0	35
M0402	City Attorney - Legal Case Matter Management System	-	160.0	-	-	-	-	160.0	35
B0404	City Hall/Kiva Electrical Upgrade	-	300.0	-	-	-	-	300.0	35
V9902	Citywide Flow Monitoring	(440.2)	910.0	-	-	-	-	910.0	36
n/a	Civic Center East - Drainage Improvement	-	131.1	1,328.1	-	-	-	1,459.2	36
D0203	Civic Center Mall Renovations Phase II	(23.4)	23.5	-	-	-	-	23.5	36
n/a	Community Services-Class System Upgrades	-	87.4	-	-	-	-	87.4	37
New	Container Repair Facilities	-	-	-	-	318.0	-	318.0	37
New	Core North/South Sewer	-	567.0	322.0	87.5	802.5	819.0	2,598.0	37
New	Core North/South Water	-	567.0	322.0	87.5	802.5	819.0	2,598.0	38
M0301	Courts - Case Management System	-	80.0	-	-	-	-	80.0	38
New	Courts-Customer Service Enhancement	-	225.0	-	-	-	-	225.0	38
n/a	Courts-Expansion	-	10.0	580.0	-	-	-	590.0	39
M0202	Courts - IVR	-	40.0	-	-	-	-	40.0	39
n/a	Courts-Security Area Remodel	-	2.5	101.7	-	-	-	104.2	39
M0306	Courts - Videoconferencing	-	55.6	-	-	-	-	55.6	40
E0204	Crime Laboratory Equipment Replacement	(129.1)	342.0	16.9	-	-	-	358.9	40
W8515	Deep Well Recharge / Recovery Facilities	(480.5)	3,100.0	-	1,000.0	-	1,000.0	5,100.0	40
A0403	Design Projects-04/05-05/06	-	237.6	73.6	34.5	200.1	-	545.8	41
n/a	Disabled Aircraft Removal Dolly	-	31.8	-	-	-	-	31.8	41
New	District 1 Police Facilities	-	1,386.0	8,558.2	826.8	-	-	10,771.0	41
B2104	District 2 Expansion	(775.1)	782.6	-	-	-	-	782.6	42
New	District 3 Expansion	-	505.3	-	-	-	-	505.3	42
New	Document Management System-City Attorney	-	247.0	-	-	-	-	247.0	42
M0403	Document Management System-City Clerk	(0.4)	248.5	-	-	-	-	248.5	43
M9906	Document Management System-Courts	(0.9)	350.0	-	-	-	-	350.0	43
n/a	Document Management System-Customer Services	-	-	391.0	-	-	-	391.0	43
D6508	Downtown Directional Signs	(24.9)	40.0	-	-	-	-	40.0	44
D0401	Downtown Electrical Upgrades	(2.8)	900.0	450.0	-	-	-	1,350.0	44
D0402	Downtown Façade Program	-	300.0	-	-	-	-	300.0	44
n/a	Downtown Lighting Improvements	-	380.0	250.0	-	-	-	630.0	45
P8734	Downtown Parking	(1,503.9)	14,201.8	-	-	-	-	14,201.8	45
P0309	Downtown Reinvestment	(149.0)	8,741.2	-	-	-	-	8,741.2	45
n/a	Downtown Restrooms	-	-	-	575.0	450.0	-	1,025.0	46
D0208	Downtown Streetscape Amenities	(135.2)	200.0	-	415.3	-	-	615.3	46
S0312	Downtown Streetscape Enhancement Fund	-	311.7	99.1	-	-	-	410.8	46
D8738	Downtown/Canal Transit Bridge	(1,846.1)	1,930.6	-	-	-	-	1,930.6	47

Project #	Project Name	Estimated Expenditures						Total	Volume 3 Page # Ref.
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
n/a	Earll/Thomas Corridor-Drainage Improvement	-	500.0	6,197.0	3,849.0	-	-	10,546.0	47
F0401	East Union Hills Interceptor Channel	(37.8)	1,940.8	2,430.1	-	-	-	4,370.9	47
New	Eldorado Ballfield Renovation	-	1,168.5	-	-	-	-	1,168.5	48
New	Expanded McDowell Sonoran Preserve	-	50,000.0	-	-	-	-	50,000.0	48
E0401	Explosive Ordnance Disposal Equipment	(122.2)	158.5	-	-	-	-	158.5	48
New	FAA Part 161-Noise Study	-	1,000.0	-	-	-	-	1,000.0	49
B9915	Facilities Repair and Maintenance Program	(1,949.4)	4,295.2	667.0	787.5	1,070.6	1,037.7	7,858.0	49
New	Fashion Square Radio Treatment	-	225.0	-	-	-	-	225.0	49
M0302	Financial Services - Automated Time & Attendance	(21.3)	300.0	-	-	-	-	300.0	50
New	Financial Services-E-Procurement	-	-	67.5	-	-	-	67.5	50
M0308	Financial Services-Hand Held Meter Reading System	(2.6)	50.0	109.3	-	-	-	159.3	50
n/a	Financial Services - IVR Tax and License	-	109.3	-	-	-	-	109.3	51
n/a	Financial Svs-Remittance Process Transport System	-	-	-	442.9	-	-	442.9	51
n/a	Financial Svs-Tax, Licensing & Alarm Billing System	-	928.0	-	-	-	-	928.0	51
New	Fire Department - Emergency Extrication Tools	-	80.0	-	-	-	-	80.0	52
B0401	Fire Stn #809-Southwest Quadrant	-	1,100.0	-	-	-	-	1,100.0	52
B0402	Fire Stn #810 - Miller & Thomas Remodel	(2.3)	168.4	-	-	-	-	168.4	52
B0205	Fire Stn #811 - McDonald & Scottsdale Expansion	(177.3)	181.1	-	-	-	-	181.1	53
B0202	Fire Stn #812 & Rescue Vehicle-Scottsdale Airport	(1,654.5)	1,802.5	-	-	-	-	1,802.5	53
New	Fire Stn #813 - Via Linda Expansion	-	25.0	243.0	-	-	-	268.0	53
E2102	Fire Stn #813 - Via Linda Vehicle & Equipment	(449.4)	556.2	-	-	-	-	556.2	54
n/a	Fire Stn #820 - Desert Mountain - permanent station	-	156.7	800.0	-	-	-	956.7	54
B0403	Fire Stn #826 - Jomax and Scottsdale Road	(1.1)	2,095.0	-	-	-	-	2,095.0	54
B9909	Fire Stn #827 - Ashler Hills & Pima	(840.2)	1,200.0	-	-	-	-	1,200.0	55
A0304	Flight Tracking System	-	60.0	-	-	-	-	60.0	55
F0302	Floodplain Acquisition Program	(1.4)	2,366.6	-	-	-	-	2,366.6	55
S0303	FLW/Via Linda Intersection	-	-	80.0	450.0	-	-	530.0	56
S0304	FLW-Scottsdale Rd to Shea	-	1,715.0	234.0	1,600.0	-	-	3,549.0	56
New	Fuel/Fleet Maintenance Facility-McKellips Service Ctr	-	1,498.9	-	-	-	-	1,498.9	56
New	Gateway to the Preserve Amenities	-	-	200.0	2,000.0	-	-	2,200.0	57
F0201	Granite Reef Watershed	-	2,714.0	-	-	-	-	2,714.0	57
S2103	Hayden Rd - Cactus to Redfield	(1,138.6)	10,112.0	-	-	-	-	10,112.0	57
S0202	Hayden Rd - Freeway to Thompson Peak Pkwy	(1,219.7)	11,459.4	-	-	-	-	11,459.4	58
S0305	Hayden and McDonald-Intersection Improvement	(373.7)	2,651.0	-	-	-	-	2,651.0	58
S0306	Hayden and Via de Ventura - Intersection Improv.	-	1,355.7	-	-	-	-	1,355.7	58
S0201	Hayden/Miller Rd - Deer Valley to Pinnacle Peak	(777.1)	1,300.0	75.0	225.0	1,469.4	-	3,069.4	59
New	Helicopter Air Support Unit Unit	-	-	-	-	-	4,075.1	4,075.1	59
P0305	Hidden Hills Trailheads Amenities	(81.4)	499.6	-	-	-	-	499.6	59
S0402	Indian Bend Rd - Scottsdale to Hayden	(273.5)	2,070.0	9,135.0	-	-	-	11,205.0	60
P9901	Indian Bend Wash Lakes Renovation	(154.7)	1,024.0	-	-	-	-	1,024.0	60
F0402	Indian School Park Watershed-Phase II	(0.3)	646.0	1,019.0	-	-	-	1,665.0	60
S0308	Indian School Rd - Drinkwater to Pima	-	900.0	3,138.0	-	-	-	4,038.0	61
New	Info. Services - Anti-Virus Replacement	-	-	-	-	-	61.1	61.1	61
New	Infor. Services - CDPD Mobile Wireless Replacement	-	213.0	-	-	-	-	213.0	61
New	Infor. Services - Enterprise Back-up Software	-	-	-	-	-	378.0	378.0	62
M0204	Infor. Services - GIS Mapping Platform Migration	(82.8)	564.0	-	-	-	-	564.0	62
M9909	Infor. Services - Network Infrastructure	(1,081.1)	1,746.9	360.8	360.8	360.8	360.8	3,190.1	62
M9921	Infor. Services - PC Equipment	(1,412.8)	3,857.9	1,256.8	1,256.8	1,256.8	1,256.8	8,885.1	63
M0205	Infor. Services - Security Investment/ Antivirus	(61.6)	298.0	29.0	-	-	-	327.0	63

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated	Proposed	Forecast	Forecast	Forecast	Forecast	Volume 3	
		Expenditures Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09	Total	Page # Ref.
M9910	Infor. Services - Server Infrastructure	(1,314.1)	2,566.9	521.7	521.7	521.7	521.7	4,653.7	63
M0207	Infor. Services - Technology Storage Area Network	(271.2)	287.3	-	-	-	-	287.3	64
M9920	Infor. Services - Telephone Equipment	(245.2)	949.9	233.6	257.6	260.4	260.4	1,961.9	64
New	Infor. Services - Web Content Management SW	-	154.2	144.2	-	-	-	298.4	64
New	Inner Circle Booster Pump Station	-	400.0	1,200.0	-	-	-	1,600.0	65
New	Irrigation Pump Replacement	-	203.7	214.7	278.9	-	-	697.3	65
F0303	Jackrabbit/Chaparral West-Drainage Improvement	-	385.0	2,000.0	666.0	-	-	3,051.0	65
n/a	Jail CCTV Monitoring / Recording System Replacement	-	184.7	-	-	-	-	184.7	66
New	Kiva-Audio/Video Upgrades	-	55.0	-	-	-	-	55.0	66
P9916	LaMirada Desert Park	(555.3)	650.0	-	-	-	-	650.0	66
P0202	Library Automation System Replacement	(84.9)	589.9	-	-	-	-	589.9	67
B0303	Lift Replacement	(186.5)	361.5	-	-	-	-	361.5	67
D0211	Loloma District Museum	(277.9)	7,515.0	-	-	-	-	7,515.0	67
New	Loloma District Plaza	-	250.0	250.0	-	-	-	500.0	68
n/a	Loloma District Public Parking Garage	-	2,400.0	-	-	-	-	2,400.0	68
n/a	Loloma District-Stagebrush Theatre Relocation	-	-	-	1,600.0	-	-	1,600.0	68
n/a	Loloma District Streetscape Improvements	-	1,300.0	350.0	750.0	-	-	2,400.0	69
T9902	Loop 101 Park and Ride (PNR)	0.0	249.9	2,777.8	2,817.0	-	-	5,844.7	69
V8620	Master Plan Update - Sewer	(217.6)	383.4	100.0	-	-	-	483.4	69
W8525	Master Plan Update - Water	(433.1)	766.8	300.0	-	-	-	1,066.8	70
S0310	McDonald - Scottsdale to Hayden	(49.0)	1,963.5	-	-	-	-	1,963.5	70
F0403	McDonald Drive Corridor-Drainage Improvement	(39.5)	1,482.0	-	-	-	-	1,482.0	70
P0209	McDowell Mountain Ranch Park and Aquatic Ctr	(947.4)	11,801.9	-	-	-	-	11,801.9	71
P6900	McDowell Sonoran Preserve	(250,078.0)	306,731.5	-	-	-	-	306,731.5	71
P0102	McDowell Sonoran Preserve Phase II	(38,970.5)	39,114.0	-	-	-	-	39,114.0	71
B9905	McKellips Service Center	(1,075.1)	1,311.4	-	-	-	-	1,311.4	72
V2101	Miller Road Sewer Phase 3	(0.1)	1,300.0	3,000.0	-	-	-	4,300.0	72
New	Municipal Fire Service-Transition Costs	-	6,400.0	-	-	-	-	6,400.0	72
New	Mustang Library Additional Parking	-	84.0	-	-	-	-	84.0	73
New	Mustang Transit Center	-	300.0	1,700.0	-	-	-	2,000.0	73
D0404	NE Downtown Streetscape	-	1,980.0	-	-	-	-	1,980.0	73
N3001	Neighborhood Funding Partnership	(677.7)	752.1	-	-	-	-	752.1	74
F6302	Neighborhood Stormwater Mgmt Improvements	(1,556.8)	2,661.4	150.0	150.0	150.0	-	3,111.4	74
T8140	Neighborhood Traffic Management Program	(1,983.0)	3,056.0	500.0	500.0	500.0	550.0	5,106.0	74
F6305	North Area Basin Master Plan	(758.8)	1,083.3	-	-	-	-	1,083.3	75
B2103	North Corp Yard Parking Garage	(1,106.5)	1,196.1	-	-	-	-	1,196.1	75
F2711	Northern Stormwater Risk/Vulnerability Mgmt	(11,866.5)	12,059.9	-	-	-	-	12,059.9	75
New	Northsight Transit Center	-	-	75.0	125.0	-	-	200.0	76
F0712	NPDES Monitoring Stations/Sampling	(1,167.0)	2,004.3	152.0	250.0	-	-	2,406.3	76
F0305	Outfall Drain-Pima Freeway to Union Hills	(2,225.3)	2,900.0	-	-	-	-	2,900.0	76
S9905	Particulate Emission Reduction Program	(2,185.1)	2,500.0	-	-	-	-	2,500.0	77
New	Pavement Preser.-Taxiway "B", Kilo, Perimeter Rd.	-	-	105.2	104.7	-	-	209.9	77
n/a	Pima Rd - Deer Valley to Pinnacle Peak	-	-	-	-	100.0	1,300.0	1,400.0	77
S4702	Pima Rd - McDowell Rd to Via Linda	(12,351.0)	13,350.0	-	-	-	-	13,350.0	78
S2104	Pima Road - Pima Freeway to Thompson Peak	(853.1)	11,014.7	-	-	-	-	11,014.7	78
n/a	Pima Road Drainage System	-	399.0	64.8	1,719.6	-	-	2,183.4	78
n/a	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	803.0	3,674.0	6,277.1	-	10,754.1	79
New	Planning & Development Svs - Digital Plan Review	-	56.1	-	-	-	-	56.1	79
M0208	Planning & Devel. Svs - Land Survey Asset Mgmt	(192.1)	279.3	16.9	-	-	-	296.2	79
M9903	Planning & Devel. Services - Records Imaging	(226.5)	504.1	-	-	-	-	504.1	80

Project #	Project Name	Estimated Expenditures						Total	Volume 3 Page # Ref.
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
New	Planning and Devel. Svs - Records Reader/Printer	-	29.0	-	-	-	-	29.0	80
P4711	Playground Equipment Replacement	(1,178.3)	1,400.5	134.4	150.0	165.0	175.0	2,024.9	80
New	Police Criminal Intelligence System	-	35.8	-	-	-	-	35.8	81
New	Police Docking Station/Mounting Kits	-	195.0	13.0	13.0	6.5	-	227.5	81
E0302	Police Emergency Power	(83.3)	150.0	-	-	-	-	150.0	81
New	Police Handheld Data Terminals	-	32.4	-	-	-	-	32.4	82
M0303	Police-Mobile Data and Communications Upgrade	(10.5)	190.0	-	-	-	-	190.0	82
New	Police Mounted Barn Refurbishment	-	45.0	-	-	-	-	45.0	82
B0302	Police Operational Support Building	(8.3)	26,700.0	5,205.8	-	-	-	31,905.8	83
M8915	Police Portable Radio Replacement Plan	(2,884.7)	4,197.1	-	-	-	-	4,197.1	83
New	Police Radio System Replacement	-	-	500.0	8,000.0	1,500.0	1,000.0	11,000.0	83
M0307	Police Records Management-Modifications	(30.8)	75.0	-	-	-	-	75.0	84
M0401	Police Records Mgt and CAD System Replacement	(1.2)	4,725.0	-	-	-	-	4,725.0	84
M0305	Police Wiretap Upgrade	(96.5)	150.0	-	-	-	-	150.0	84
M0405	Police/Fire Radio System Consultant	-	150.0	-	-	-	-	150.0	85
B0204	Police/Fire Training Facility Phase 2	(0.8)	4,220.8	-	-	-	-	4,220.8	85
New	Portable Noise Monitors	-	50.0	-	-	-	-	50.0	85
P0212	Public Pool Equipment Replacement	(350.3)	632.0	200.0	200.0	200.0	200.0	1,432.0	86
V4001	Radio Telemetry - Mon. Autom. Citywide(Sewer)	(363.9)	655.5	54.6	56.3	-	-	766.4	86
W4001	Radio Telemetry - Mon. Autom. Citywide(Water)	(550.2)	1,064.4	136.6	140.7	-	-	1,341.7	86
F6303	Reata Pass Detention Outlet	(405.1)	430.0	-	-	-	-	430.0	87
P0401	Recreational Amenity Replacement	(14.9)	300.0	150.0	150.0	150.0	150.0	900.0	87
E9903	Refurbish Two Fire Engines	-	210.0	-	-	-	-	210.0	87
New	Regional GAC Regeneration Facility	-	380.0	1,270.0	3,000.0	-	-	4,650.0	88
T0201	Regional Transit Maintenance Facility	-	500.0	500.0	1,500.0	-	-	2,500.0	88
V9908	Relief Sewers - Citywide	(731.8)	2,500.0	500.0	500.0	500.0	-	4,000.0	88
E2103	Replacement Fire Vehicle Contingency	(1,455.8)	1,764.9	-	-	-	-	1,764.9	89
T6101	Roadway Capacity Improvements	(8,413.0)	12,042.2	2,150.0	1,650.0	1,650.0	2,650.0	20,142.2	89
S0403	Rubberized Asphalt Overlay	(3,900.0)	3,900.0	-	-	-	-	3,900.0	89
A0405	Runway RSA-Safety Area Improvements	-	2,000.0	-	-	-	-	2,000.0	90
New	RWDS Improvements	-	865.0	-	485.0	-	-	1,350.0	90
B0207	SCA Improvements and Facility Upgrades	(152.2)	1,412.5	129.4	-	-	-	1,541.9	90
P8736	Scottsdale Papago Streetscape	(829.9)	6,229.0	-	-	-	-	6,229.0	91
n/a	Scottsdale Ranch Park Tennis Courts	-	-	384.8	-	-	-	384.8	91
S7005	Scottsdale Rd - FLW Blvd to Thompson Peak Pkwy(1,615.6)	16,896.0	-	-	-	-	-	16,896.0	91
F2706	Scottsdale Rd Bridge Over Indian Bend Wash	(1,293.5)	2,248.0	-	-	-	-	2,248.0	92
D0205	Scottsdale Rd Preser. & Streetscape Enhancements (116.4)	11,100.0	6,000.0	6,000.0	4,000.0	-	-	27,100.0	92
S2707	Scottsdale Rd - Indian Bend Rd to Gold Dust Rd (12,743.9)	19,942.0	-	-	-	-	-	19,942.0	92
S0311	Scottsdale Rd - Thompson Pk Pkwy to Pinnacle Peak (1.4)	500.0	3,500.0	11,811.5	-	-	-	15,811.5	93
F0304	Scottsdale Rd Corridor - Drainage Project (5.5)	3,770.0	2,973.9	-	-	-	-	6,743.9	93
P0207	Scottsdale Senior Center at Granite Reef (828.8)	10,878.6	-	-	-	-	-	10,878.6	93
New	Scottsdale Stadium Infrastructure Replacement	-	150.0	150.0	150.0	150.0	150.0	750.0	94
A0202	Security & Access Control System	(670.6)	729.2	-	-	-	-	729.2	94
W0303	Security Enhancements	(168.8)	850.0	350.0	350.0	350.0	350.0	2,250.0	94
New	Security Lighting Install-Main Aprons/Kilo	-	-	345.0	-	-	-	345.0	95
P0301	Self Check Machine/LAN Infrastructure Replacement(409.6)	520.9	-	-	-	-	-	520.9	95
F6301	Severe Weather Warning & Response Program (1,196.8)	1,511.7	182.0	-	-	-	-	1,693.7	95
V3704	Sewer Collection System Improvements (2,548.8)	5,296.0	500.0	1,100.0	300.0	600.0	-	7,796.0	96
V0703	Sewer Oversizing (1,124.7)	1,835.7	-	-	-	-	-	1,835.7	96

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures						Total	Volume 3 Page # Ref.
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
S0313	Shea Blvd and 92nd St - Intersection Improvement	(118.4)	812.0	-	-	-	-	812.0	96
S0314	Shea Blvd and Hayden - Intersection Improvement	-	701.0	699.0	-	-	-	1,400.0	97
S0315	Shea Blvd: 90th & 96th St Intersection	(95.8)	596.5	-	-	-	-	596.5	97
T6103	Sidewalk Improvements	(872.2)	1,770.2	-	550.0	-	600.0	2,920.2	97
P9904	Sports Lighting Expansion & Upgrade	(31.4)	1,233.1	763.2	521.7	655.1	-	3,173.1	98
P0402	Spring Training Facility	(237.3)	18,900.0	-	-	-	-	18,900.0	98
S0406	SRP Street Light Purchase	-	442.5	-	-	-	-	442.5	98
S0404	Stacked 40's-Center Rd to Hayden	-	5,100.0	1,500.0	-	-	-	6,600.0	99
S0405	Stacked 40's-North Frontage Road	-	2,700.0	500.0	-	-	-	3,200.0	99
F0204	Stormwater Drain Pollution Prevention Markers	(42.7)	301.0	-	-	-	-	301.0	99
D2102	Taliesin West	(303.5)	517.5	-	-	-	-	517.5	100
A0306	Taxiway Extension & Transient Ramp	-	-	972.6	-	-	-	972.6	100
P0404	Teen Center-Civic Center Library	(79.6)	506.0	-	-	-	-	506.0	100
n/a	Thompson Peak Bridge @ Reata	-	-	1,939.9	-	-	-	1,939.9	101
S0316	Thompson Peak Parkway - Bell to Union Hills	-	3,440.0	8,000.0	3,328.8	-	-	14,768.8	101
S0317	Thunderbird/Redfield - Scottsdale to Hayden	(45.7)	2,151.2	-	-	1,560.0	1,850.0	5,561.2	101
T8150	Traffic Management Program-ITS	(6,005.8)	14,105.1	3,697.5	2,318.3	2,250.0	4,260.0	26,630.9	102
T8160	Traffic Signal Program	(1,860.2)	2,824.2	371.5	348.9	350.0	400.0	4,294.6	102
P9035	Trail Development/Acquisition	(834.4)	1,943.3	500.0	500.0	502.3	-	3,445.6	102
n/a	Transfer Station Expansion	-	-	-	-	-	3,600.0	3,600.0	103
New	Transfer Station Grappler	-	111.0	-	-	-	-	111.0	103
New	Transfer Station Paving and Painting	-	-	-	371.0	-	-	371.0	103
T0202	Transit Technology	-	-	-	350.0	-	1,351.8	1,701.8	104
S0319	Union Hills Dr-Scottsdale to 74th St	(2,312.9)	3,400.0	-	-	-	-	3,400.0	104
W0401	Union Hills to Hualapai Transmission Line-Pima Rd	-	750.0	-	-	-	-	750.0	104
T0203	Upper Cmbk Wash Multiuse Path-92nd/Shea to Cact.(212.8)	-	1,545.0	-	-	-	-	1,545.0	105
T0302	Upper Cmbk Wash Multiuse Path - Cact. to Redfield (80.0)	-	1,200.0	-	-	-	-	1,200.0	105
F0203	Upper Camelback Wash Watershed	(723.2)	3,942.2	-	-	-	-	3,942.2	105
M0210	Utility Billing System	(0.5)	2,791.4	-	-	-	-	2,791.4	106
A0407	Vehicle Security Gate Upgrade	(27.7)	120.0	-	-	-	-	120.0	106
n/a	Vista Del Camino Ballfield Renovation	-	-	23.3	818.3	-	-	841.6	106
P0307	Vista Del Camino Remodel/Expansion	(2.1)	3,004.7	-	-	-	-	3,004.7	107
W9912	Water Distribution System Improvements	(3,732.0)	7,500.0	2,500.0	2,000.0	1,250.0	2,000.0	15,250.0	107
W0710	Water Oversizing	(5,910.3)	8,214.1	-	-	-	-	8,214.1	107
W0205	Water Quality Improve. - Southern Neighborhoods	(710.7)	10,500.0	-	-	-	-	10,500.0	108
V0205	Water Reclamation Plant Phase 3	(2,266.6)	20,750.0	3,000.0	-	-	-	23,750.0	108
W6160	Water Rights Acquisition	(41,915.6)	44,052.0	-	-	20,916.0	-	64,968.0	108
W8570	Waterline Replacements	(11,963.0)	16,491.0	-	-	-	-	16,491.0	109
W4708	Well Sites	(14,266.4)	17,142.1	3,000.0	1,000.0	3,000.0	-	24,142.1	109
n/a	WestWorld 115,000 Sq. Ft. Multi-purpose Building	-	2,000.0	28,027.5	-	-	-	30,027.5	109
D0302	WestWorld-Arena Footings	-	87.0	-	-	-	-	87.0	110
D0206	WestWorld-Arenas 6, 7 & 8 Relocation	(2.4)	609.0	-	-	-	-	609.0	110
D9902	WestWorld-Cover Arenas & Walkway to Equidome	-	277.0	-	-	-	-	277.0	110
D0405	WestWorld-Driveways & Pedestrian/ Horse Paths	-	166.4	86.9	-	-	-	253.3	111
New	WestWorld-Electronic Signage	-	60.0	-	-	-	-	60.0	111
n/a	WestWorld-Landscaping Plan	-	225.1	-	-	-	-	225.1	111
D0303	WestWorld-Paving Projects	(424.5)	530.5	-	-	-	-	530.5	112
D0207	WestWorld-Restroom Facility	(68.1)	669.5	-	-	-	-	669.5	112
New	WestWorld-Stall Mats	-	124.8	-	-	-	-	124.8	112

Project #	Project Name	Estimated Expenditures Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Total	Volume 3 Page # Ref.
D0301	WestWorld-State Land Acquisitions	-	18,100.0	-	-	-	-	18,100.0	113
W9913	Zone 12 - 13 Water System Improvements	(6,197.2)	8,528.0	-	-	-	-	8,528.0	113
W0304	Zone 12 - 13 Water Transmission Lines	(79.3)	6,680.0	-	-	-	-	6,680.0	113
	Contingency Budget		2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0	
	Inception to Date Expenditures Through 01/31/04	-	(554,462.7)	-	-	-	-	(554,462.7)	
	Estimated Expenditures Through 06/30/04	-	(36,828.5)	-	-	-	-	(36,828.5)	
	Prior Year Carry-Forward(1)	-	-	501,776.5	423,763.9	349,133.5	290,015.2	1,564,689.1	
	Total Capital Budgets	(591,291.5)	732,828.0	687,347.6	529,716.6	436,307.2	336,186.4	2,722,385.8	

(1) Prior year carry-forwards for 2004/05 are estimated and included in individual projects.

Capital Projects Operating Impacts

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project evaluation and review process. As capital improvement projects are completed, the operating costs of these projects have been identified and included in the appropriate departmental program budgets. Departmental staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities.

The table below presents a four-year forecast of capital project operating impacts (costs). The operating impacts of projects expected to be completed prior to the start of, or during FY2004/05 are calculated and included in the Program Operating Budget. These operating cost estimates represent the staffing and maintenance necessary due to the completion and expected completion of capital projects. The capital projects operating impacts are incorporated into the General Fund budget found in the Fund Summaries and Five-Year Financial Plan section of Volume One on page 56. The operating impacts are also factored in the appropriate program expenditures found through out Volume Two. For a complete description of each capital project, refer to Volume Three using the page cross-reference column on the right-hand side of the matrix.

OPERATING IMPACTS

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
P0403	124th Street Access Area Amenities	25.0	25.0	25.0	25.0	100.0	19
P0302	Aging Park Facility Renovations	83.6	83.6	83.6	83.6	334.4	23
A0302	Airport Terminal Area Renovations	3.0	3.0	3.0	3.0	12.0	24
W2105	Alameda/122nd St Booster Pump Station	16.0	16.0	16.0	16.0	64.0	25
P0201	Arabian Library Phase II	-	-	398.0	398.0	796.0	26
W2106	Arsenic Mitigation Treatment	650.0	4,500.0	4,500.0	4,500.0	14,150.0	26
TBD	Bell Road - 94th St. to Thompson Peak Parkway	-	27.6	27.6	27.6	82.8	29
W9903	Booster Station Upgrades	2.0	2.0	2.0	2.0	8.0	30
T1702	Bus Shelter Program	22.0	23.0	24.0	25.0	94.0	30
G9001	Buses Expansion	1,200.0	1,900.0	1,900.0	1,900.0	6,900.0	31
S2102	Cactus Road - Pima Freeway to Frank Lloyd Wright	7.3	7.3	7.3	7.3	29.2	31
TBD	Camelback/Scottsdale and Marshall Way	8.6	8.6	8.6	8.6	34.4	32
P0205	CAP Basin Lighted Sports Complex	560.2	726.9	726.9	726.9	2,740.9	32
W0202	CAP Plant Expansion	-	1,300.0	1,300.0	1,300.0	3,900.0	33
P0206	Chaparral Park Extension	175.0	111.0	111.0	111.0	508.0	33
W9911	Chaparral Water Treatment Plant	100.0	200.0	200.0	200.0	700.0	33
W4702	Chaparral WTP Influent Waterline	1.0	1.0	1.0	1.0	4.0	34
W0302	Chaparral WTP Water Distribution System	2.0	2.0	2.0	2.0	8.0	34
M0402	City Attorney - Legal Case Matter Management System	16.0	14.0	16.0	18.0	64.0	35
TBD	Community Services-Class System Upgrades	12.0	23.0	23.0	23.0	81.0	37
TBD	Core North/South Sewer	5.0	8.0	10.0	15.0	38.0	37
TBD	Core North/South Water	5.0	8.0	10.0	15.0	38.0	38
M0301	Courts-Case Management System	3.5	3.5	3.5	3.5	14.0	38
TBD	Courts-Customer Service Enhancement	6.0	6.0	6.0	6.0	24.0	38
TBD	Courts-Expansion	80.8	288.1	288.1	288.1	945.1	39
M0202	Courts-IVR	5.0	5.0	5.0	5.0	20.0	39
TBD	Courts-Security Area Remodel	0.7	0.2	0.2	0.2	1.3	39
M0306	Courts-Videoconferencing	2.6	4.5	4.5	4.5	16.1	40
W8515	Deep Well Recharge/Recovery Facilities	2.0	2.0	2.0	2.0	8.0	40
TBD	District 1 Police Facilities	-	-	332.0	315.0	647.0	41
TBD	District 3 Expansion	5.4	5.4	5.4	5.4	21.6	42
TBD	Doc. Mgt. Sys.-City Attorney	12.0	13.8	15.8	15.8	57.4	42

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
M9906	Doc. Mgt. Sys.-Courts	12.5	25.0	25.0	25.0	87.5	43
TBD	Doc. Mgt. Sys.-Customer Service	-	38.2	42.0	42.0	122.2	43
D0401	Downtown Electrical Upgrades	1.8	1.8	1.8	1.8	7.2	44
TBD	Downtown Lighting Improvements	(0.5)	(0.5)	(0.5)	(0.5)	(2.0)	45
P8734	Downtown Parking	100.0	250.0	250.0	250.0	850.0	45
TBD	Downtown Restrooms	-	-	18.5	18.5	37.0	46
E0401	Explosive Ordnance Disposal	22.4	22.4	22.4	22.4	89.6	48
TBD	FAA Part 161-Noise Study	6.0	6.0	6.0	6.0	24.0	49
TBD	Fashion Square Radio Treatment	30.1	30.1	30.1	30.1	120.4	49
M0302	Financial Services - Automated Time & Attendance	7.5	7.5	7.5	7.5	30.0	50
M0308	Financial Services-Hand Held Meter Reading System	-	0.5	0.5	0.5	1.5	50
TBD	Financial Services-Remittance Process Transport System	-	-	22.1	22.1	44.2	51
TBD	Financial Services-Tax, Licensing & Alarm Billing System	24.0	26.9	30.1	30.1	111.1	51
B0401	Fire Station #809 - Southwest Quadrant	18.5	18.5	18.5	18.5	74.0	52
B0402	Fire Station #810 - Miller and Thomas Remodel	1.4	1.4	1.4	1.4	5.6	52
B0205	Fire Station #811 - McDonald and Scottsdale Expansion	1.4	1.4	1.4	1.4	5.6	53
TBD	Fire Station #813 - Via Linda Expansion	2.9	5.9	5.9	5.9	20.6	53
TBD	Fire Station #820 - Desert Mountain	-	52.5	52.5	52.5	157.5	54
B0403	Fire Station #826 - Jomax and Scottsdale Rd Vicinity	770.0	778.5	778.5	778.5	3,105.5	54
B9909	Fire Station #827 - Ashler Hills and Pima	52.5	52.5	52.5	52.5	210.0	55
A0304	Flight Tracking System	5.0	5.0	5.0	5.0	20.0	55
S0304	FLW - Scottsdale Rd to Shea	-	7.0	7.0	7.0	21.0	56
TBD	Fuel/Fleet Maintenance Facility-McKellips Service Center	-	60.8	60.8	60.8	182.4	56
TBD	Gateway to the Preserve Amenities	-	10.0	30.0	30.0	70.0	57
S0202	Hayden Road - Pima Freeway to Thompson Peak Parkway	46.8	46.8	46.8	46.8	187.2	58
S0306	Hayden Road and Via de Ventura Intersection Improvement	0.2	0.2	0.2	0.2	0.8	58
S0201	Hayden/Miller Road - Deer Valley to Pinnacle Peak	-	-	-	1.0	1.0	59
TBD	Helicopter Air Support Unit	-	-	44.8	333.8	378.6	59
P0305	Hidden Hills Trailhead Amenities	19.6	19.6	19.6	19.6	78.4	59
S0402	Indian Bend - Scottsdale to Hayden	-	23.8	23.8	23.8	71.4	60
TBD	Information Systems - CDPD Mobile Wireless Replacement	27.6	27.6	27.6	27.6	110.4	61
TBD	Information Systems - Enterprise Back-up Software	-	-	-	42.1	42.1	62
M0205	Information Systems - Security Investment/ Antivirus	6.0	6.0	6.0	6.0	24.0	63
TBD	Information Systems - Web Content Management SW	28.9	57.7	57.7	57.7	202.0	64
TBD	Inner Circle Booster Pump Station	2.0	2.0	2.0	2.0	8.0	65
TBD	Jail CCTV Monitoring / Recording System Replacement	4.0	4.0	4.0	4.0	16.0	66
P0202	Library Automation System Replacement	44.0	44.0	44.0	44.0	176.0	67
D0211	Loloma District Museum	1,000.0	1,000.0	1,000.0	1,000.0	4,000.0	67
TBD	Loloma District Public Parking Garage	-	12.5	12.5	12.5	37.5	68
TBD	Loloma District Streetscape Improvements	7.5	10.0	10.0	10.0	37.5	69
S0310	McDonald - Scottsdale to Hayden	0.9	0.9	0.9	0.9	3.6	70
P0209	McDowell Mountain Ranch Park and Aquatic Center	512.5	512.5	512.5	512.5	2,050.0	71
V2101	Miller Road Sewer Phase 3	-	2.0	2.0	2.0	6.0	72
TBD	Mustang Library Additional Parking	0.5	0.5	0.5	0.5	2.0	73
T8140	Neighborhood Traffic Management Program	6.0	6.0	6.0	6.0	24.0	74
TBD	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	-	49.2	49.2	79
TBD	Planning Systems - Digital Plan Review	2.0	2.0	2.0	2.0	8.0	79
TBD	Planning Systems - Records Reader/Printer	1.0	1.0	1.0	1.0	4.0	80
TBD	Police - Criminal Intelligence System	3.1	3.1	3.1	3.1	12.4	81

OPERATING IMPACTS

Capital Improvement Plan

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
TBD	Police - Handheld Data Terminals	-	2.2	-	1.2	3.4	82
B0302	Police Operational Support Building	-	337.2	337.2	337.2	1,011.6	83
M8915	Police Portable Radio Replacement Plan	8.1	8.1	8.1	8.1	32.4	83
TBD	Police Radio System Replacement	-	-	-	1,508.0	1,508.0	83
B0204	Police Fire/Training Facility Phase 2	-	98.8	98.8	98.8	296.4	85
TBD	Portable Noise Monitors	0.5	0.5	0.5	0.5	2.0	85
V4001	Radio Telemetry - Monitoring Automation Citywide (Sewer)	4.0	4.0	4.0	4.0	16.0	86
W4001	Radio Telemetry - Monitoring Automation Citywide (Water)	5.0	5.0	5.0	5.0	20.0	86
TBD	Regional GAC Regeneration Facility	-	-	750.0	1,500.0	2,250.0	88
V9908	Relief Sewers – Citywide	2.0	2.0	2.0	2.0	8.0	88
T6101	Roadway Capacity Improvements	0.4	0.4	0.4	0.4	1.6	89
TBD	Scottsdale Ranch Park Tennis Courts	-	10.0	10.0	10.0	30.0	91
S7005	Scottsdale Road - Frank Lloyd Wright to Thompson Peak	10.1	10.1	10.1	10.1	40.4	91
S0311	Scottsdale Road - Thompson Peak to Pinnacle Peak	-	-	10.0	10.0	20.0	93
P0207	Scottsdale Senior Center at Granite Reef	179.8	359.6	359.6	359.6	1,258.6	93
W0303	Security Enhancements	2.0	2.0	2.0	2.0	8.0	94
TBD	Security Lighting Install-Main Aprons/Kilo	1.0	1.0	1.0	1.0	4.0	95
S0313	Shea Blvd and 92nd St - Intersection Improvement	0.5	0.5	0.5	0.5	2.0	96
S0314	Shea Blvd and Hayden Intersection Improvement	-	0.2	0.2	0.2	0.6	97
P9904	Sports Lighting Expansion & Upgrades	41.0	59.0	59.0	59.0	218.0	98
P0402	Spring Training Facility	-	1,000.0	1,000.0	1,000.0	3,000.0	98
S0406	SRP Street Light Purchase	172.0	172.1	172.3	172.3	688.7	98
S0404	Stacked 40 - Center Rd to Hayden	26.4	26.4	26.4	26.4	105.6	99
S0405	Stacked 40 - North Frontage Road	8.3	8.3	8.3	8.3	33.2	99
S0317	Thunderbird/Redfield - Scottsdale to Hayden	2.8	2.8	2.8	2.8	11.2	101
P9035	Trail Development/Acquisition	15.0	15.0	15.0	15.0	60.0	102
S0319	Union Hills Drive - Scottsdale to 74th St	9.0	9.0	9.0	9.0	36.0	104
M0210	Utility Billing System	194.5	201.3	208.6	216.1	820.5	106
TBD	Vista Del Camino Ballfield Renovation	-	-	10.0	10.0	20.0	106
P0307	Vista Del Camino Remodel/Expansion	22.5	22.5	22.5	22.5	90.0	107
W8570	Waterline Replacements	3.0	3.0	3.0	3.0	12.0	109
W4708	Well Sites	20.0	20.0	20.0	20.0	80.0	109
TBD	WestWorld-115,000 Sq.Ft. Multipurpose Building	-	-	1,015.0	1,015.0	2,030.0	109
TBD	WestWorld-Electronic Signage	5.0	5.5	6.0	6.0	22.5	111
D0207	WestWorld-Restroom Facility	9.0	9.0	9.0	9.0	36.0	112
TBD	WestWorld-Stall Mats	(60.5)	(60.5)	(60.5)	(60.5)	(242.0)	112
W0304	Zone 12/13 Water Transmission Lines	5.0	5.0	5.0	5.0	20.0	113
Total Estimated Operating Impacts		6,466.2	14,842.1	17,484.3	20,128.3	58,920.9	